



QUALITY ACCOUNT

2022/23

Contents

3	INTRODUCTION
4	CEO STATEMENT
6	2022/23 HIGHLIGHTS
6	HOW WE MEASURE, IMPROVE AND RESPOND
10	CLINICAL QUALITY INDICATORS
15	DATA QUALITY INDICATORS
16	REFERRAL TO TREATMENT TIMES
20	PATIENT FEEDBACK
27	PATIENT SUPPORT
28	PATIENT SAFETY
32	TRAINING AND DEVELOPMENT
34	CQC INSPECTIONS
36	RESEARCH AND PUBLICATIONS
37	POST-OP ACCREDITATION FOR COMMUNITY OPTOMETRISTS
38	SPAMEDICA LOCATIONS
40	STATEMENTS OF SUPPORT



Introduction

SpaMedica is the largest provider of NHS cataract surgery in England. In 2022/23, SpaMedica delivered cataract surgery, vitreo-retinal surgery, YAG capsulotomy, medical retina, and other eyecare services for NHS and private patients. Our mission is to deliver excellent outcomes to our patients, whilst reducing waiting times by providing rapid access to high-quality treatment. Based on median referral to treatment times, patients are treated within 8 weeks of referral to SpaMedica. We also provide cataract surgery training through 5 'dry labs' that are freely available to trainee NHS ophthalmologists.

Following the introduction of integrated care boards (ICBs) across England, SpaMedica now works with the majority of English ICBs, in addition to the Northern Ireland and Welsh Health Boards. We also support some NHS trusts directly, by treating some of their IPT/long wait patients. We opened 9 new hospitals in the year to 31 March 2023 and our team grew to 1,585 employees. As of 31 March 2023, we were treating patients and delivering ophthalmology services at hospitals across England, Wales and Northern Ireland.

We support the NHS by training ophthalmic specialists at every level, including Health Care Technicians, Registered General Nurses, scrub nurses, optometrists, cataract surgeons and vitreo-retinal surgeons. Additionally, we have welcomed registrar surgeons into our operating theatres to perform cataract surgery under direct supervision of our experienced clinical supervisors and we plan to introduce additional registrar theatre lists in more of our hospitals over the next year.

Our patients and clinical teams are supported by our administrative teams based in our Bolton head office, as well as support teams in Wokingham and Hull.

CEO Statement

During 2022/23, SpaMedica continued to deliver consistently high standards of service to our patients, consolidating our commitment to patient safety, patient satisfaction and excellent outcomes. We are performing more cataract surgeries than any other independent sector provider.

The National Ophthalmology Database Audit highlighted that our surgical outcomes remain among the best in the country, with consistently low complication rates across our hospitals.

I am pleased to report that patient feedback has remained incredibly positive, with 99.6% of patients stating they would recommend SpaMedica to their friends and family. In reviews left on the NHS website, 97% of patients gave SpaMedica the highest possible “five-star” rating, praising our short waiting times for treatment, our friendly and knowledgeable staff, and their much-improved quality of life after treatment.

During 2022/23, the CQC published inspection reports for 22 of our hospitals. All of those hospitals were rated as ‘Good’ or ‘Outstanding,’ with 10 achieving an ‘Outstanding’ rating overall, and 5 achieving a rating of ‘Good’ with ‘Outstanding’ features.

The CQC’s head of hospital inspection described SpaMedica’s hospitals in Poole and Gloucester as “incredibly well run” and said they should be “upheld as an exemplar of best practice which others can, and should, learn from.”

It is wonderful to see our talented and dedicated teams not only meeting, but surpassing industry standards and their success is grounded in a commitment to continually improve our services and our patients’ experience of them.

Our objectives to support the NHS included:

- Extending our NHS surgeon development programme across further regions.
- Continuing to develop and refine our training processes for employees, utilising a combination of face-to-face sessions and online learning modules.
- Supporting more trusts and local hospitals – working in partnership with local commissioners to provide high-quality services for NHS patients, extending our services to meet patients’ needs.

We are privileged to be able to care for the many patients who choose SpaMedica for their treatment and we are proud to be a true partner to the NHS.

Declaration: I have seen SpaMedica’s Quality Account for 2022/23 and am happy with the accuracy of the data reported. I am proud to report the high quality of service that we provide. We have also highlighted the areas where we wish to further improve the service we deliver to the NHS and our patients.



Richard Woodward, SpaMedica CEO

2022/23 Highlights

<p>Opened 9 new hospitals</p> 	<p>Accredited 488 community optometrists</p> 
<p>Achieved 10 'Outstanding' CQC ratings</p> 	<p>99.51% of our surgeries are complication-free</p> 
<p>★ ★ ★ ★ ★ Celebrated receiving over 10,000 five-star patient reviews</p>	<p>Gathered positive feedback from over 17,000 patients</p> 
<p>Welcomed our 1,500th employee</p> 	<p>Expanded our services to Wales and Northern Ireland</p> 
<p>Extended our medical retina service to more sites, with all patients contacted and seen within 2 weeks of referral</p> 	

How We Measure, Improve and Respond

We seek continual improvement in clinical quality through a comprehensive governance structure that uses monthly and quarterly management information from our risk and patient management systems to identify trends in patient outcomes and clinical quality that may need addressing. Our assurance framework includes specialist sub-committees that report to the Board/senior management on a regular basis, comprising the:

- Medical Advisory Committee
- Risk Assurance Committee
- Clinical Effectiveness Group
- Clinical Governance Committee
- Health, Safety and Risk Committee
- Medicines Management Committee
- Infection Control Committee
- Information Governance Committee
- Environment Committee

We routinely consider risks across SpaMedica and review trends to ensure all appropriate mitigating action is taken. We thoroughly review clinical outcomes and audit results, to validate controls and assessments and to identify any further action or new controls needed. We carry out peer reviews and mock inspections to ensure all our hospitals are always delivering exceptional quality and safety standards.



Past Innovations/Priorities for Improvement - Actions in 2022/23

In the year to 31 March 2023, we:

 Began work to change our incident management framework to the new NHS Patient Safety Incident Review Framework (PSIRF).

 Shared learning across a variety of channels including employee newsletters, governance meetings and the company forum.

 Increased the size of our Contact Centre team to service the growing number of calls received from patients and community optometrists, analysing the reason for the calls and using this information to revise our processes and/or the information we provide to patients.

 Launched our new SpaMedica website. As well as refreshing the design to make the site easier to navigate for users, we added a wealth of new content, including an 'A-Z Resources' section addressing questions commonly asked by patients.

 Embedded our hospital peer review programme, now in its third round.

 Extended complaints training for managers to ensure new managers were aware of how to deal with complaints appropriately and effectively, and all managers were compliant with the processes set out in the updated NHS England Complaints Standards.

 Identified Infection Prevention Control (IPC) Champions at each hospital and supported their development with regular meetings and training; sharing infection control priorities across the company, lessons learned, and updates to national guidance.

 Appointed national quality leads in theatre and diagnostic practice. These new roles focus on developing best practice in those specific aspects of the patient journey, reviewing clinical training standards and policies to support the continued growth of our clinical services.

 Tasked a working group with further reducing the small number of patient falls happening on our premises.

 Updated patient information, signage, and annotation of records for patients at higher risk.

 Developed and implemented a health and safety checklist.

 Analysed the causes of post-operative infections and issued new information on hand hygiene to patients.

 Introduced a steroid injection for patients that really struggle with administering eye drops.

 Created a brochure for patients living alone and improved our communication and training for employees around dementia awareness.

 Expanded our number of available emergency hospitals to decrease the travel required by patients and employees in these rare events.

 Rolled out televisions and patient notice boards nationally after great feedback from patients at our Exeter hospital.

 Created a new patient experience and engagement 'focus' group.



Current Priorities for Improvement - Actions Planned or Ongoing in 2023/24

We continue to innovate within our clinical governance structure, introducing new roles at all levels and building on the enthusiasm of our employees to learn more, improve their career progression opportunities and continually refine our processes.

We are looking to introduce multi-disciplinary team regulatory reviews and we will continue to appoint appropriate regional and national leads to ensure standards of care and clinical outcomes are consistent across all our hospitals. Further priorities for 2023/24 include:

- Continuing to build on our Human Factors understanding and training to ensure the optimum fit between our employees, their equipment and their surrounding environment, in line with the PSIRF.
- Refining our governance tools and support processes to ensure we are fully aligned with the PSIRF.
- Strengthening engagement with the Regulation and Quality Improvement Authority (RQIA) in Northern Ireland and Healthcare Inspectorate Wales.
- Further developing our clinical practice and clinical supervision for Registered Nurses and ODPs, offering medical retina training to suitably qualified candidates.
- Continuing to promote diversity and inclusivity by reviewing our patient pathways and processes - including accessibility to our hospitals and services - to provide greater support for patients with protected characteristics.
- Ensuring all employees are adequately trained, competent and confident in meeting the needs of patients with dementia.
- Reviewing our patient literature to improve how we communicate with patients.
- Forming a Patient Experience and Engagement Working Group - consisting of both SpaMedica employees and patients - to review the standard patient journey at SpaMedica and seek feedback from patients to promote continuous improvement in our service.
- Obtaining feedback from smaller 'focus groups' of patients and / or our optom community during 2023/24.
- Implementing the "Hello, my name is" initiative to encourage all employees to introduce themselves to patients by name and role, enhancing the personalised care we provide.
- Standardising the use of televisions in our waiting areas and wards with helpful information to communicate with our patients.



Clinical Quality Indicators

SpaMedica continued to grow and improve in the last year - more patients chose us for their care, with more surgeons choosing to operate with us, more hospitals opening, and an expansion of our medical retina and vitreo-retinal services across more of SpaMedica's hospitals. In the last 12 months, the number of patients we have treated has risen steadily. While these numbers continue to grow, surgery outcomes and patient safety remain our highest priority.

Cataracts

National Target Set by Royal College of Ophthalmologists =/+95%

97.38%

of SpaMedica cataract patients with visual acuity of 6/12 or better after surgery (no co-morbidities)

2021/22

97.20%

National Target Set by Royal College of Ophthalmologists =/+85%

92.62%

of SpaMedica cataract patients achieving +/- 1.00D deviation from predicted spherical equivalent refraction (no co-morbidities)

2020/21

92.20%

National Target Set by Royal College of Ophthalmologists =/+98.5%

99.51%

of surgeries completed without PCR (excluding outcomes of trainee surgeons)

2020/21

99.54%

National Target Set by Royal College of Ophthalmologists 0.1%

0.002%

of SpaMedica patients presenting with a confirmed case of endophthalmitis

2021/22

0.007%

Posterior capsule rupture (PCR) is a complication of cataract surgery that occurs when there is a break/tear in the posterior lens capsule. With national (unadjusted) targets for PCR set at 1.5%, our internal data reviews show that we consistently have an unadjusted PCR rate of 0.49%, well within the recommended target, and we are delighted to report that 99.51% of our surgeries are complication-free.

Our endophthalmitis infection rates are also better than the national target: 0.002% compared to the national target of 0.1%. Endophthalmitis is a recognised, rare, but serious complication of ophthalmic surgery that usually occurs as a result of a patient touching their eye after surgery.

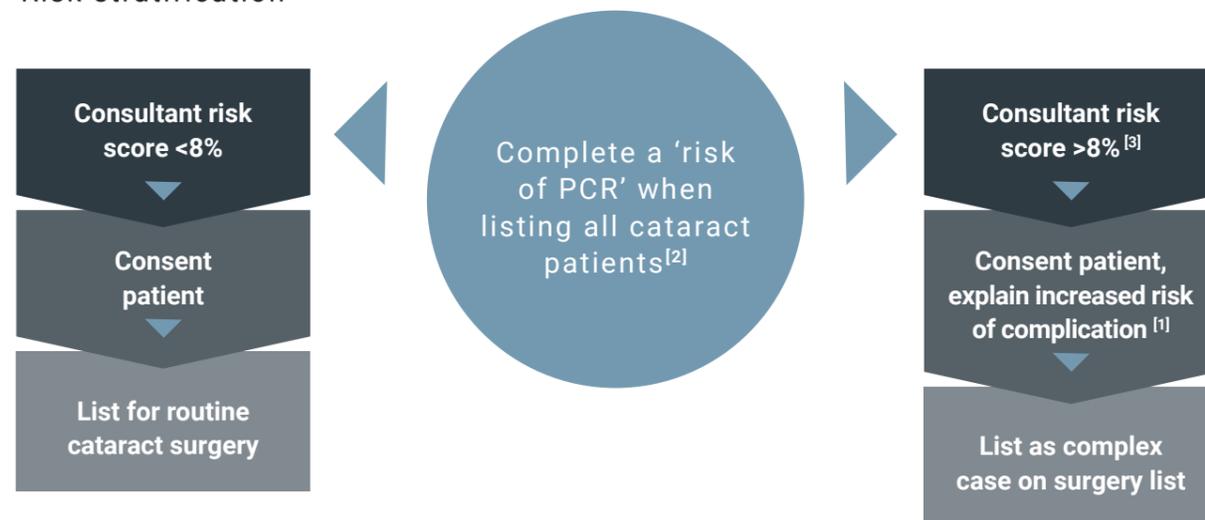
“We are delighted to report that 99.51% of our surgeries are complication free.”

Complex Cataracts

Ocular co-pathology is present in a large proportion of SpaMedica patients. Research has shown that it is possible to predict the risk of complications, such as PCR. We aim to minimise the risk of complications occurring during cataract surgery by identifying patients who need to go on to a complex cataract list at the pre-assessment clinic, and we have developed a process to stratify our patients according to risk.

High-risk patients are treated by a specialist vitreoretinal surgeon. This ensures that if any complications arise during surgery, they can be treated immediately by the specialist surgeon. This prevents distress for patients and reduces the number of visits and operations needed, ultimately improving clinical outcomes for patients. It also reduces the financial burden on the NHS through avoiding multiple visits and surgeries. We have access to specialist vitreoretinal surgeons in all regions.

Risk stratification



[1] NICE. Cataracts in adults: management. October 2017. <https://www.nice.org.uk/guidance/NG77>
 [2] Narendran N, Jaycock P, Johnston RL et al. The Cataract National Dataset electronic multicentre audit of 55,567 operations: risk stratification for posterior capsule rupture and vitreous loss.
 [3] Silvester, A., Pitalia, A., Risk stratifying for posterior capsule rupture: validity and utility for senior surgeons performing high-volume cataract surgery (ESCRS 2019)

Medical Retina Services

Age-related macular degeneration (AMD) causes progressive loss of central vision. There are two types of age-related macular degeneration – wet AMD and dry AMD. Dry AMD usually progresses slowly, over years, and there is currently no established treatment for the condition. Wet AMD develops rapidly, but it can be slowed down with treatment, providing patients are seen and treated as quickly as possible. A speedy appointment for the referral is therefore essential.

In the year to 31 March 2023, we had an increasing number of referrals to our hospitals that offer medical retina services.

Our results are comparable to the landmark studies (ANCHOR & MARINA)^[4], demonstrating the value of our macular treatment in improving patients' vision and maintaining the improvement over a sustained time period.

In 2022/23, we further expanded both the range of services offered and the number of SpaMedica hospitals that offer AMD and other medical retina treatments. We continue to train both nurses and optometrists in-house to support this expansion of our services.

Every medical retina patient referred to SpaMedica was contacted and seen within 2 weeks of their referral, with treatment started when required.

This year, we have been a part of the first national audit for AMD. This demonstrated that early intervention and timely injections resulted in better visual outcomes and lower rates of vision loss.

[4] The MARINA (Minimally Classic/Occult Trial of the Anti-VEGF Antibody Ranibizumab in the Treatment of Neovascular AMD) and ANCHOR (Anti-VEGF Antibody for the Treatment of Predominantly Classic Choroidal Neovascularization in AMD) 2010 trials were a combined 2-year analysis of the safety and efficacy of monthly ranibizumab vs PDT in classic wet AMD.

Reporting and Benchmarking our Clinical Outcomes

The National Ophthalmic Database (NOD) is a key part of our post operative process. Whether patients are seen back at SpaMedica post-operatively, or in a community setting by one of our Accredited Community Optometrists, a data submission to NOD is made. This submission is a key driver in ensuring SpaMedica's outcomes are of the highest quality, allowing us to benchmark our own internal processes and find areas for improvement, however marginal. The NOD audit also allows for external comparison with other NHS cataract providers, empowering ICB commissioners to make evidence-based decisions. The NOD audit ensures an impartial 'third party' analysis is available in the public domain.



Data Quality Indicators

NHS NUMBER AND GP

These are mandatory fields on our patient administration system. We do not have any patient records missing the patient's NHS number or GP details.

EUR AUDIT RESULTS

When making the decision to treat a patient, our optometrists must always comply with the specific, local contractual requirements of that patient's commissioner. A recent local audit found that lifestyle questionnaires should always be fully completed for a second eye and our questionnaire was improved to include consideration of glare and driving, which are often relevant issues for cataract patients. This learning was shared nationally across our optometry team and the lifestyle questionnaire was updated accordingly.

CLINICAL CODING

Our clinical coding team uses information from our electronic patient records and patient administration system, supported by national references, to code each episode of care. We contribute anonymised data monthly to the national NHS Secondary Uses Database and share appropriate details with commissioners to enable them to check our activity. We have a comprehensive programme of internal checks by coding team supervisors to check the completeness and accuracy of coding and monitor the competence of each coder.

Clinical coding audits were also carried out by external coding auditors. Our clinical coders demonstrated excellent knowledge and understanding of ophthalmology and cataract surgery, achieving standards met or exceeded in primary diagnosis, secondary diagnosis, and both procedure categories. The clinical coding team all completed refresher training in the three months to 31 March.

DATA QUALITY AND SECURITY

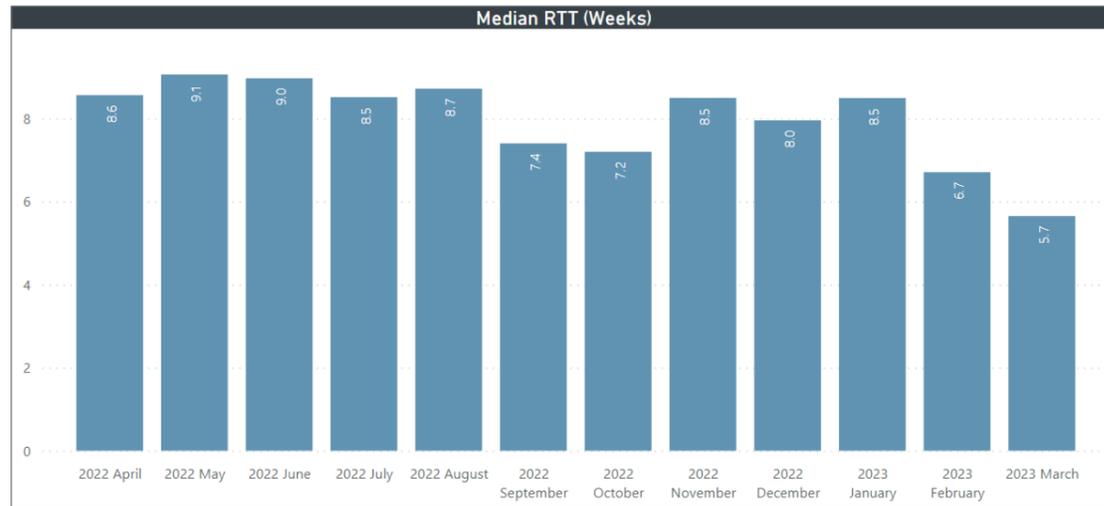
Our Medical Director is our Caldicott Guardian. As part of this role, he attends the Information Security Group chaired by the Chief Finance Officer.

Our Data Protection Officer supports our quarterly Information Security Group, owns our IG and IT policies and procedures and regularly advises all SpaMedica employees on data security and information governance issues.

Our Data Security and Protection Toolkit submission was compliant in April 2023 (as it has been every year to date), with a final score of 'exceeded requirements'. Our Cyber Essentials Plus certification was renewed.

Referral to Treatment Times

SpaMedica aims to treat all patients within the recommended 18-week referral-to-treatment target set out in the NHS Constitution. Our median referral to treatment time from 1st April 2022 to 31st March 2023 was 8 weeks. The bar chart below shows the median RTT for each month.



We have worked closely with the NHS to help reduce waiting times and have accepted a significant number of inter-provider transfers (IPT) from our NHS partners, often inheriting long waiting lists in the process. Despite these challenges, by the end of March 2023, we were in a position where 90% of our patients (including IPTs) were treated within 18 weeks of referral, only slightly below the operational standard of 92%.



Our new hospitals will continue to increase capacity, so that we can further reduce waiting times, and this remains one of our foremost priorities.



Patient Feedback Surveys and Feedback Cards

We listen to our patients and value their feedback on our services. This helps us identify where we are performing well and which areas we need to improve. We collect face-to-face and written feedback from our patients at various intervals throughout their treatment. From 1st April 2022 – 31st March 2023, we received over 13,500 feedback cards from our patients.



95.3%

of patients were **happy with the outcome of surgery on their second eye**



99.7%

of patients were **happy with the overall experience at SpaMedica**



99.6%

of patients said they would **recommend SpaMedica to their friends/family**



96.7%

of patients were **happy with the outcome of surgery on their first eye**



99.0%

of patients felt the **SpaMedica team provided a good level of service**



98.1%

of patients felt their **surgeon was friendly**

Reviews Received Via NHS Choices

SpaMedica received 4,590 reviews from patients on the NHS Choices website from 1st April 2022 – 31st March 2023, with 4,435 (97%) of patients awarding us the highest possible rating (five stars). When taking into account previous years, we have now received over 10,000 five-star patient reviews overall. We have selected a few from this reporting year to quote here.

I was most impressed with the efficient, professional service and caring attention at the Wokingham SpaMedica Clinic. I had cataracts on both eyes operated on there and the result was excellent. The whole set-up is very impressive and gave me great confidence right from my first consultation - highly recommendable!

EB (attended SpaMedica Wokingham)

I was extremely nervous before the procedure. Each and every member of staff from the time I walked through the door worked tirelessly to calm me prior to the surgery and supported me through the experience by holding my hand and chatting to me. The surgeon was really encouraging and talked me through every second of what was happening. One day later and I am not in the least concerned about having the second eye done. Thank you so much everyone at SpaMedica.

SB (attended SpaMedica Newcastle-under-Lyme)

I would wholeheartedly recommend SpaMedica Poole. I recently had cataract surgery in my right eye. The whole experience has been very positive. The staff are very friendly and reassuring. The surgical team and state of the art theatre are excellent. The result is amazing! I now have better sight than I had three years ago, my distance vision is as good as it has ever been and no more starring and halo effects when seeing lights at night.

How lucky we are to have this facility and access to it through our NHS.

JH (attended SpaMedica Poole)

Sample Comments from Anonymous Feedback Cards

“My overall experience at SpaMedica was excellent, from the warm welcome at every appointment, to the excellent care and respect shown by all staff members, from reception to the clinical team. I am very pleased with how smoothly the whole procedure went for both of my eyes. I would be extremely happy to recommend this service to anyone else.”

“Well organised and very efficient. Everyone was very friendly and put me at ease. Procedure was fairly quick and painless, and it helped that the surgeon explained things as they were done. Thank you for making this so straightforward and satisfactory.”

“An amazing experience - not at all what my dad expected. The staff are so friendly and patient and it makes such a difference when people are nervous. Never lose that human touch.”



Complaints

When we receive a card or letter of thanks from our patients, we pass on this feedback to relevant employees and to all colleagues via our weekly newsletter.

Any complaint or negative feedback is recorded on Datix, investigated by the appropriate person, tracked via our clinical governance team and a response is given to the patient or other person raising the issue. For most concerns, the Hospital Manager investigates and is supported by the Area Manager. We distinguish between informal feedback, always useful for learning and improving our processes, and the formal complaints that require a specific timeframe for response and action.

We received 231 formal complaints from patients in the year to 31 March 2023, representing 0.10% of our activity. In 21/22, we received 202 formal complaints, representing 0.15% of our activity. Analysis of the themes of complaints and feedback received during 2022/23 prompted us to improve our communication with patients around the time needed for appointments and possible complications. We spent time refining our Complaints Training resources and e-learning modules and encouraged our Hospital Managers to resolve complaints early, in line with NHS England Complaints Standards, which accounts for the reduction in the formal complaints received this year as a percentage of our activity.

To further improve how we communicate with our patients, we are currently reviewing all our patient literature. We are also reviewing our contact centre processes and forming a Patient Experience and Engagement Working Group. This group will consist of both SpaMedica employees and also patient representation. The group will review the standard patient journey at SpaMedica and seek feedback from patients to promote continuous improvement in our service. In 2023 we will also integrate the "Hello, my name is" initiative and standardise the use of televisions in our waiting areas and wards with helpful information to communicate with our patients.



Patient Support

Each patient is called by SpaMedica to offer a choice of appointment date and obtain consent to view their NHS medical history. We book appointments, send confirmation letters, and ring or text patients with a reminder two days before the appointment.

We have a dedicated Contact Centre to answer any queries our patients have about their appointments or their treatment in general. The team answered a total of 558,018 phone calls in the year to 31 March 2023, an average of 46,502 per month.

We continue to provide free interpreters where patients require this. We publish leaflets in a number of different languages and display signs in fonts that are clearly legible for those with poor eyesight. Our website has videos to inform patients about cataract surgery and what they are likely to experience with SpaMedica.

We continue to offer qualifying patients who need it a free transport service from home to their hospital appointments and back again.

We have positive engagement at a number of our hospitals with key charities which support and influence our clinical environments and practice, including the Macular Society, RNIB, Guide Dogs for the Blind and the Alzheimer's Society. Our Chelmsford hospital secured 'Working to Become Dementia Friendly' status in 2023 and several employees have trained to become Dementia Champions.



Patient Safety

We have a dedicated emergency patient helpline which is available 24 hours per day, 365 days per year.

It is supported by both an optometrist on-call service and senior management on-call system, where there are senior managers/board members rostered accordingly. We have increased the number of optometrists supporting our on-call service to reflect the growth of the organisation and to ensure that patients get the specialist support they need 24 hours a day. The number of times we need to use the emergency call out team is relatively low, but we move quickly to minimise risk, opening our hospitals to triage and treat patients when required. Dedicated emergency surgery and consultation appointments are available for patients in every SpaMedica clinic and theatre list so we can be confident that there is capacity for patients that need to be seen quickly.

SpaMedica pioneered the use of an emergency 'grab bag' so we are able to treat any patients who have fallen or suffered a medical emergency outside the building as quickly as possible. While this is a rare occurrence and our external premises are well lit and routinely assessed for hazards, we agreed that it would enhance our response time for external emergencies to have an emergency resuscitation backpack, as it would expedite getting emergency equipment outside the building. The grab bags contain first line emergency resuscitation and first aid equipment and medicines, and every hospital now has one.

Serious Incident Management and Review

Responsibility for management of serious incidents at SpaMedica lies with the Medical Director and Director of Clinical Services, reporting to the Chief Executive and Chief Operating Officer respectively. The Director of Clinical Services and the Clinical Governance Leads support completion of detailed root cause analysis investigations to establish learnings for employees and the organisation.

This year, we appointed a further Clinical Governance Lead to support our growth and maintain the governance support available to our hospitals. Information about serious incidents or complaints is communicated promptly to the relevant healthcare regulator (CQC, HIW, RQIA) in addition to our NHS commissioners/colleagues, in line with NHS England's Serious Incidents framework. SpaMedica has developed strong working relationships with the CQC, enabling effective communication and sharing in addition to the required formal notification processes.

Investigation findings and learnings are shared across the company through the Clinical Governance Committee and through a quarterly Sharing Lessons Learnt email communication. This year we also implemented the quarterly Clinical Incident Investigation Committee, to review serious incidents. Within this meeting we highlight key investigations and present the lessons learned and actions taken to mitigate the risk of recurrence. Actions which require standardisation and implementation nationally are presented through a Clinical Effectiveness Group.

NHS England will soon be replacing the Serious Incidents Framework with the Patient Safety Incident Response Framework (PSIRF). SpaMedica are following NHS England's PSIRF Implementation Strategy. Our PSIRF Implementation Group has produced a SpaMedica-specific implementation plan. Through PSIRF, we aim to place more focus on systems engineering methodology for investigating patient safety events. We anticipate that we will transition to our PSIRF strategy and methodology nationwide before the end of 2023.



Key Learnings and Changes from Incidents During 2022/23



A significant number of the surgeries we perform are routine procedures, performed in high volumes and deemed as low risk. We regularly review our embedded WHO safe surgery checking processes. We have reinforced the visual and verbal checking of intra-ocular lenses and enhanced our lens stock processes to further improve the process.

We plan to roll out enhanced 'Human Factors' training for our teams. Human Factors training aims to facilitate an understanding of different learning styles, behaviours, cultures, and values. It enhances leadership, teamwork and communication skills, encourages people to collaborate to develop efficient and effective processes, and ensures a good fit between employees, the equipment they use, and the environment they work in.

We implement numerous safeguards to minimise the risk of endophthalmitis and each case is thoroughly investigated. Our numbers of confirmed cases as a percentage of surgical activity remains very low (0.002% of patients seen in 12 months).

The level of humidity in operating theatres is closely monitored as it can affect the cleanliness of the theatre environment. SpaMedica committed to invest in a company-wide upgrade to all theatre air handling units during 2023/24 to monitor the humidity of theatres and control it more effectively, regardless of the external humidity and temperature.

Clinical Audits

Clinical Audits are conducted regularly to measure the effectiveness of care delivery. All SpaMedica hospitals undertake monthly observational audits, the outcomes of which are shared regionally and nationally through either Clinical Governance, regional and/or Board meetings. The audit programme includes (but is not limited to) WHO safe surgery, consent, resuscitation, hand hygiene, environmental infection control, medicines management, and clinical documentation.

There is an established programme of infection control audits in place to ensure our key policies and practices are being implemented appropriately.

Along with all our other clinical audit topics, the questions are amended annually depending on any themes that have emerged.

Maintaining High Quality and Low Complication Rates

We use a RAG-rated surgeon assessment tool that monitors treatment complication rates, visual outcomes, and patient-reported data pertaining to the surgery experience. These are all scrutinised regularly at Board meetings and Medical Advisory Committee (MAC) meetings. Our standards are clear, and we have metrics to assure ourselves that they are being met or there are remedial action plans in place. Regional Lead Surgeons work alongside surgeons who are new to SpaMedica for a defined period to assess and confirm that surgical skills and standards are high and appropriate.

The Responsible Officer (RO) at our MAC meetings supports the on-boarding of new surgeons and their practising privileges. The RO also ensures that these surgeons are connected to a designated body other than SpaMedica to receive the same scrutiny through contact with their own ROs.

The feedback we receive on our optometrists is consistently good. We monitor average time in clinic, completion of electronic patient records and percentage of patients listed for complex and normal lists from cataract clinics. During 2022/23 we further expanded the team of Regional Optometry Leads so all our optometrists have the appropriate level of support and development. We support non-medical prescriber training and have monthly evening education sessions for our optom team, with weekly tutorials for each optom with their line manager.

In 2022/23, we also restructured and expanded our clinical training team to ensure consistent coverage across all regions. A particular emphasis is being placed on nurse development, including a program to expand our team of Advanced Nurse Practitioners. We implemented root cause analysis training, with tools provided. The Quality Leads commenced a review and refresh of all clinical competencies.

SpaMedica Employee Training and Development

We provide opportunities for our employees to grow, through learning and development, to achieve their full potential. Individual personal development plans are agreed when employees join the team and are reviewed at least annually.

All new employees receive a tailored induction programme when they join us. This includes our comprehensive mandatory training. We hold monthly induction events, so all employees receive an induction within their first few weeks with SpaMedica. All SpaMedica's clinical employees are trained to the highest standards, with clinical competencies for each area formally assessed. We have ten core competencies for RGNs and 12 core competencies for HCTs.

We were proud to retain our gold status from Investors in People (IIP) last year, positioning us within the top 4% of companies achieving world-class performance for employee engagement.



NHS Staff Training and Development

As part of our commitment to the NHS and the future of ophthalmology, we are very proud that we can now welcome Ophthalmology Specialist Trainees (OST) surgeons to some of our hospitals, to increase their surgical numbers under the close supervision of very experienced consultant colleagues. Feedback from the OSTs has been very positive. Both the number of hospitals involved and the number of OSTs attending will increase over the coming years.

Trainee Case Study

Dr Philip Wright, an ST3 ophthalmology trainee, spent six months at SpaMedica Birmingham and completed his cataract training rotation in January 2023. Here's what he had to say about his experience:

"SpaMedica's training was excellent. My clinical supervisor, Mr Damer, was incredibly supportive, kind, and patient. He gave fantastic constructive feedback, which was even more useful when I could implement it on the same day. The theatre staff were second to none - I couldn't have asked for a better team. The whole environment was friendly, relaxed, and welcoming - the perfect training environment for me.

I had the opportunity to complete 190 cases in 6 months, operating 1 full day per week. During previous placements, I was only getting to operate on around 2 cases per list of 5-6 patients, but

by the end of my 6 months at SpaMedica, I was performing 16 cases independently in an all-day list, indirectly supervised by Mr Damer. Higher case volume and excellent supervision and training meant my surgical skills improved rapidly in the 6-month rotation, allowing me to be able to operate on all types of cataracts independently. I now feel able to approach any cataract case with my current skillset and adapt to the case appropriately.

There were no issues if I required extra or alternative equipment, and the member of staff assigned to documentation made a massive difference, as previously I would have had to do all the notes after each procedure myself. It really helped to ease the administrative burden."



All in all, I couldn't fault the training I received at SpaMedica – I'd give it 10/10.

INVESTORS IN PEOPLE®
We invest in people Gold



CQC Inspections

We aim to ensure that standards, systems and processes are consistent across all of our hospitals and strive for excellence in everything we do. Examples of best practice are shared across the organisation and all our hospitals benefit from regular audits.

We continue to work with our teams to ensure we maintain positive local relationships with the Care Quality Commission.

In the year from 1 April 2022 to 31 March 2023, CQC inspection reports were published for 22 of our hospitals, with 10 being rated Outstanding, and the remaining 12 all being Good; 5 of which achieved at least 1 Outstanding feature.

We have also registered hospitals in Wales, under Healthcare in Wales regulations, and in Northern Ireland, under the RQIA standards, and have invested a significant amount of time in ensuring that we comply with their requirements.

Hospital	CQC rating	Date report was published
SpaMedica Skelmersdale	Outstanding	April 2022
SpaMedica Brighton	Good overall - Outstanding responsive	May 2022
SpaMedica Epsom	Good	May 2022
SpaMedica Bradford	Good overall - Outstanding effective	June 2022
SpaMedica Widnes	Outstanding	July 2022
SpaMedica Preston	Outstanding	August 2022
SpaMedica Southampton	Good	August 2022
SpaMedica Hull	Good	August 2022
SpaMedica Wolverhampton	Good	August 2022
SpaMedica Wokingham	Good	September 2022
SpaMedica Stockton-on-Tees	Outstanding	October 2022
SpaMedica Romford	Outstanding	October 2022
SpaMedica Bromley	Outstanding	October 2022
SpaMedica Bedford	Good overall - Outstanding responsive	October 2022
SpaMedica Watford	Good overall - Outstanding responsive	October 2022
SpaMedica Norwich	Good overall - Outstanding responsive	November 2022
SpaMedica Coventry	Good	November 2022
SpaMedica Bristol	Good	December 2022
SpaMedica Gloucester	Outstanding	December 2022
SpaMedica Liverpool	Outstanding	January 2023
SpaMedica Poole	Outstanding	January 2023
SpaMedica Peterborough	Outstanding	March 2023



Post-Op Accreditation for Community Optometrists

We offer our cataract surgery patients the opportunity to have their post-operative follow-up assessment at their local optician's practice where possible. Patients are therefore treated back in the community, closer to their home. Complex patients, or those that develop postoperative complications, will always be seen at a SpaMedica hospital for their post-operative follow up.



Research & Publications

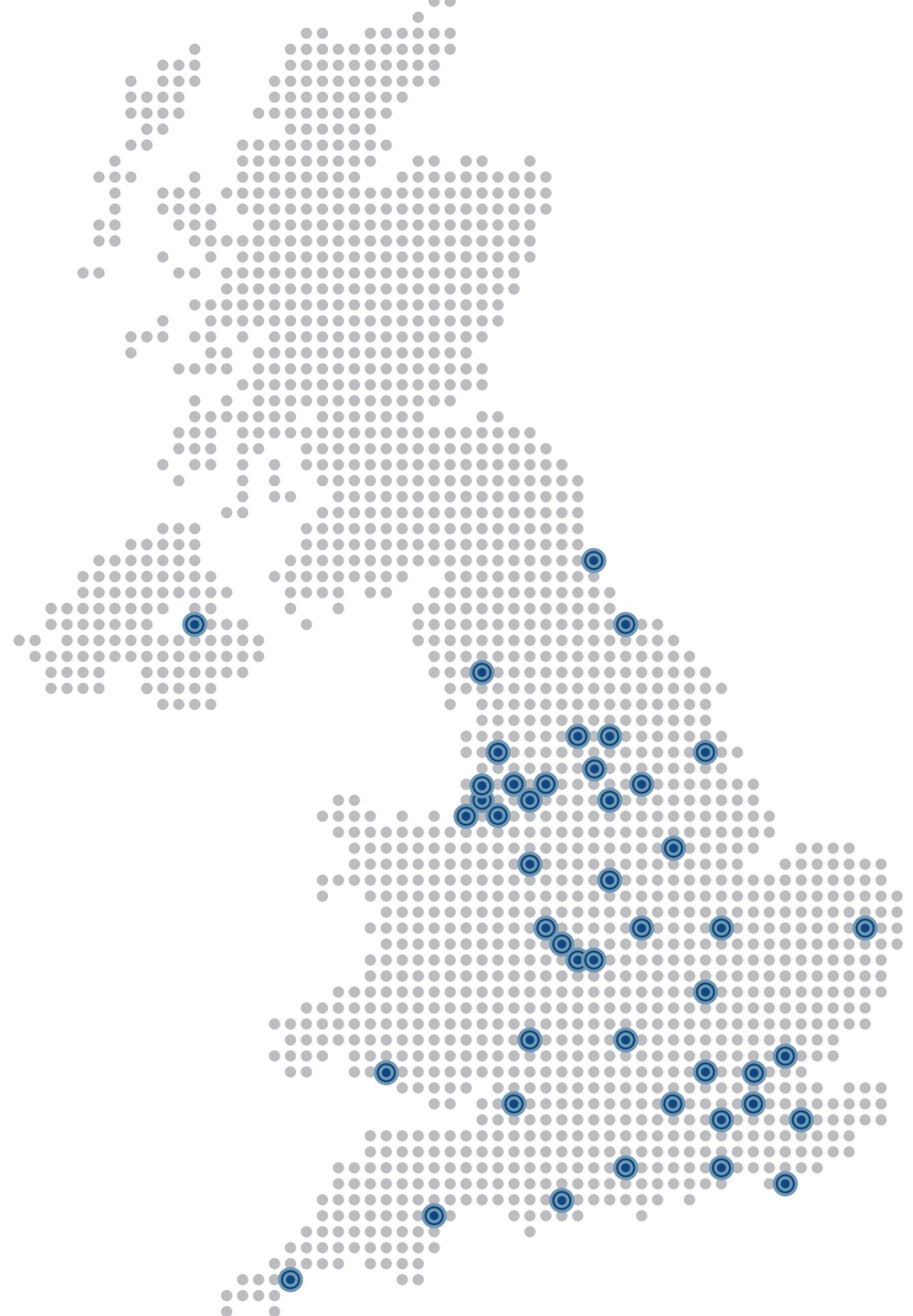
During 2022/23 we participated in a local trial using Artificial Intelligence (AI) to assist optometrists to identify higher risk patients - for example those with glaucoma - at an early stage of their journey with us, and we plan to continue this during the next reporting year.

Our Medical Director also presented at the European Society for Cataract Refractive Surgeons (ESCRS) on our innovative personalised post operative medication pathway. Patients are risk stratified based on their risk of developing post-operative complications and their post-operative regime is adjusted to account for this.

We have a total of 5,026 qualified, registered optometrists that have personally completed our accreditation process for post-op follow ups. We also have service level agreements in place with key national organisations, for example PES Opera, supplying community optometry services. In the year to 31 March 2023, we accredited a further 488 community optometrists.

SpaMedica Locations as at 31st March 2023

Bedford	Gloucester	Sheffield
Belfast	Hull	Sittingbourne
Bexhill	Kendal	Solihull
Birmingham	Leeds	Southampton
Bolton	Leicester	Stockton-on-Tees
Bradford	Liverpool	Swansea
Brighton	Manchester	Truro
Bristol	Newark	Wakefield
Bromley	Newcastle-under-Lyme	Watford
Chelmsford	Norwich	West Lancashire
Coventry	Oldham	Widnes
Derby	Oxford	Wirral
Doncaster	Peterborough	Wokingham
Epsom	Poole	Wolverhampton
Exeter	Preston	
Gateshead	Romford	



Statements of support

The following statement is presented on behalf of West Yorkshire (WY) ICB. Wakefield Place welcomed the opportunity to comment on the SpaMedica 2022/23 Quality Account.

WY ICB began working with SpaMedica in 2016, when their premises in Wakefield first opened and it has been a pleasure working with SpaMedica colleagues.

Working collaboratively alongside other local ophthalmology service providers, SpaMedica has offered effective support with the provision of a consultant led ophthalmology service, providing services for both NHS and private patients and treats different eye conditions, for example, glaucoma, cataracts, and general ophthalmology.

SpaMedica Wakefield, was inspected by the CQC in November 2021 and was rated Outstanding overall, and for the Effective and Caring domains. This is an improved position from the previous inspection in January 2019 where the service was rated as Good. The rating recognises the improvements made since the last inspection, and the key role the service plays in our system working in planned care.

Receiving an 'outstanding' overall rating provided WY ICB with independent assurance about the high-quality care delivered to their patients. It was particularly reassuring that the CQC found that the service planned care to meet the needs of local people, taking into account their personal needs. This was in addition to the service providing care and treatment based on national guidance and evidence-based practice with good outcomes for patients.

SpaMedica have attended & participated with the WY ICB Patient Safety Network meetings, set up by the Quality Team at Wakefield Place to support Independent Providers with the National Patient Safety Strategy. Following the submission of statements detailing the progress made by the provider for the implementation of PSIRF (Patient Safety Incident Response Framework), SpaMedica were asked to present an update on the progress they had made with the strategy at the May Network meeting, providing useful information for other Independent Providers in the area.

SpaMedica provide timely activity and KPI data of a good standard and participate in regular contract monitoring meetings with Wakefield Place colleagues. There have been no major contractual issues during the course of the contract and the team at SpaMedica have always been found to act in a professional and courteous manner, responding promptly to any queries and requests.

Independent providers – Manchester: Quality Account/Annual Report Statement

NHS Greater Manchester Integrated Care (GMIC) commission a number of Independent Services (small providers) to provide NHS services across Manchester.

The Covid19 pandemic had a profound effect on how services delivered care to our patients. Our small providers have worked hard to not only recover and return to routine service delivery but also used learning from the pandemic to improve services (i.e increase in capacity by introducing virtual appointments where safe to do so).

Relationships continue to be productive between this small provider and the GM Integrated Care Quality Team via Contract Review Meetings.

Performance and quality processes are in place and provided information to demonstrate systems to support the quality of this service in line with the following domains:

- Safety
- Patient/User Experience
- Medicines Optimisation
- Infection Prevention Control
- Inclusion

Based on the performance and quality information received throughout the year NHS GM Integrated Care Board can confirm that the service has met contractual expectations.

We look forward to build on our existing relationship with this service and our shared vision to provide safe, high quality care to the people of Manchester as we move into 2023/24.

Please note NHS GM IC is not responsible for verifying data contained within the Quality Account/Annual Report for small providers; that is not part of these contractual or performance monitoring processes.



Greater Manchester Integrated Care Board Chief Executive

NB: The above statement is issued by NHS Greater Manchester Integrated Care (GMIC) to all providers who have met the quality requirements of their contract, and is not specific to SpaMedica.

**Thank you for taking the time
to read our Quality Account.**

*Your comments and feedback are very welcome and
we are happy to answer any questions you may have.
Please contact us by using the details below.*

Call us on: **0330 058 4280** | Email us at: **contact@spamedica.co.uk**
Or write to us at: **SpaMedica Head Office, SpaMedica House, 43 Churchgate, Bolton, BL1 1HU**

SpaMedica